



1998

*Examiner Application*



**UNITED STATES DEPARTMENT OF COMMERCE**  
**National Institute of Standards and Technology**  
Gaithersburg, Maryland 20899-0001

November 1997

The National Quality Program's Malcolm Baldrige National Quality Award recognizes U.S. organizations for performance excellence. The high standards met by Award recipients allow them to serve as role models for the nation. During the Program's first ten years, experts from around the U.S. have given their time generously and enthusiastically as members of the Board of Examiners. Board members have made major contributions to the national effort to recognize and promote performance excellence, and to the organizations that support their participation.

The National Quality Program seeks to create a board of experts capable of evaluating organizations which compete for the Award. Pending the approval of the U.S. Congress, Award categories for 1998 will be expanded from the large and small service and manufacturing organizations to include large and small health care organizations and two education categories, early childhood through secondary institutions, and post-secondary institutions. Category coverage and balance are important factors in selecting Board members. Accordingly, we seek to ensure broad representation from many industries, companies, and organizations including for-profit, not-for-profit, and public sectors. We are particularly interested in attracting applicants with small business, education, health care, or senior management experience.

Prospective Board members (including those who served on the Board in 1997) must apply each year. Approximately one-third of the Board is replaced each year to expand the U.S. base of knowledgeable, trained Examiners. This policy is necessary to fulfill the basic aims of the Award Program, to allow participation by as many experts as possible, and to provide needed sector balance. In 1997, there were about four applications for each available position on the Board.

If you believe you are qualified, are willing to make a serious commitment of time and energy, and want to benefit from the networking and educational experience of being an Examiner, we invite you to apply to serve on the 1998 Board of Examiners.

Sincerely,

Harry S. Hertz  
Director, National Quality Program

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# General Information

*(It is recommended that you read the entire package before completing the application.)*

1998

## Malcolm Baldrige National Quality Award (MBNQA)

On August 20, 1987, President Reagan signed Public Law 100-107, the Malcolm Baldrige National Quality Improvement Act of 1987, establishing an annual U.S. National Quality Award. The purposes of the Award are to promote quality awareness, to understand performance excellence, and to publicize successful quality strategies. The Secretary of Commerce and the National Institute of Standards and Technology were given responsibilities to develop and administer the Awards with cooperation and financial support from the private sector.

## The Awards

It is anticipated that awards will be given each year in each of the following categories:

- |   |                                     |
|---|-------------------------------------|
| (1) manufacturing companies or subunits               | (5) post-secondary institutions     |
| (2) service companies or subunits                     | (6) large health care organizations |
| (3) small businesses                                  | (7) small health care organizations |
| (4) early childhood through<br>secondary institutions |                                     |

## Award Eligibility

For-profit businesses in the United States may apply for the Award. It is anticipated that not-for-profit health care and educational organizations located in the United States also will be eligible for the Award in 1998.

## Award Criteria

The Award Criteria fall into seven Categories. Applicants must address a set of examination Items within each of these Categories. Heavy emphasis is placed on organizational performance and improvement demonstrated through quantitative data furnished by applicants. The seven Categories are:

1. Leadership
2. Strategic Planning
3. Customer and Market Focus
4. Information and Analysis
5. Human Resource Development and Management
6. Process Management
7. Business Results

## Examination Process

Each written application is evaluated by members of the Board of Examiners. High-scoring applicants are selected for site visits. Award recipients are recommended to the Secretary of Commerce by a Panel of Judges from among the applicants site visited. All applicants receive a written feedback summary of strengths and areas for improvement.

## Confidentiality

All Award and Examiner applications are confidential. Information on the successful strategies of Award recipients is released only after approval is received from the recipients.

## Address and Information Requests

Send your completed application and sealed references to:

**Malcolm Baldrige National Quality Award**  
National Institute of Standards and Technology  
Building 101, Room A635  
Route 270 & Quince Orchard Road  
Gaithersburg, Maryland 20899-0001

Fax: (301) 948-3716; Telephone: (301) 975-2036  
E-mail: [nqp@nist.gov](mailto:nqp@nist.gov)

**Background**

The Board of Examiners is comprised of leading U.S. business, health care, and education experts and individuals selected from industry, professional, and trade organizations; government agencies; other not-for-profit groups; and the ranks of the retired. Examiners must take part in a comprehensive preparation course covering the Criteria for Performance Excellence, the scoring system, and the evaluation process. Those selected to be Examiners must have time available during the period of April to December 1998 to attend the preparation course in Gaithersburg, Maryland, and to conduct reviews.

The schedule for the Examiner application process is:

Examiner applications due: January 9, 1998

Notice of disposition sent: March 31, 1998

**Selection of Board Members**

The Award Program seeks to constitute a board of experts capable of evaluating organizations eligible for the Award and serving as spokespersons for the Award. Sector coverage and balance are important selection considerations. Board members are selected on the basis of their personal qualifications and are not considered representatives of their employers or any other organization. Efforts are made to ensure broad representation and to minimize disproportionate involvement of one industry, sector, or employees from a single organization.

**Examiner Qualifications**

- expertise in business, education, or health care management, processes, and results;
- knowledge of quality practices and improvement strategies;
- length, breadth, and types of experience;
- written and oral communication skills;
- leadership and interpersonal skills;
- education and training; and
- achievements and recognition

**Examiner Application Process**

Each fall, applications are solicited from individuals in industry, education and health care organizations, government agencies, professional and trade organizations, and other not-for-profit groups to serve as Examiners for the following year. Examiners who served on the Board in 1997 are required to reapply if they wish to serve again in 1998. Each year approximately one-third of the Examiners are replaced to provide opportunities for participation by others. Due to the large number of applications, some highly qualified applicants may not be selected in order to balance the Board with Examiners from different sectors and different work experiences. Thus, past applicants who have not been selected are encouraged to apply again.

## Appointments

Examiners are appointed by the Director of the National Institute of Standards and Technology (NIST) to serve for one Award cycle. Appointments are subject to the Conditions of Involvement described on pages 4 and 5 and the Code of Ethical Standards described on page 6.

## Training

Training for those selected to be Examiners will be held at NIST in Gaithersburg, Maryland. The 1998 Examiner Preparation Course schedule is listed on Application Form–8. Appointees may indicate their preference from the weeks offered.

## Selection Factors for the MBNQA Board of Examiners

Applications for the Board of Examiners are evaluated on the basis of: **Breadth of Experience, Diversity of Experience, Leadership and External Representation, and Knowledge of Business, Specialized Areas, or Quality Practices and Improvement Strategies.**

**Breadth of Experience** – refers to having experience in most or all of the seven Criteria Categories. Current or previous positions may show responsibilities for a wide range of activities. For example, employment history may demonstrate supervision of a large enough number of people to understand Human Resource Development and Management (Category 5), production leadership to understand Process Management (Category 6), or marketing expertise to understand Customer and Market Focus (Category 3).

**Diversity of Experience** – (sector coverage) refers to having in-depth experience in several industrial or service sectors, or health care or educational settings. [See the Standard Industrial Classification (SIC) Codes on the inside of the back cover.] Given the conflict of interest restrictions in assigning Examiners to evaluate applications, the Award Program must give preference to candidates with in-depth knowledge of more than one industry.

**Leadership and External Representation** – refers to the ability to communicate as a spokesperson for the Award, the ability to write and document effective reviews, the possession of analytical skills to serve as a good Examiner, and the possession of interpersonal skills to serve as a good team member.

**Knowledge of Business, Specialized Areas, or Quality Practices and Improvement Strategies** – refers to formal studies and/or accomplishments, which may include relevant job experience, papers or articles written, research conducted, and degrees or certificates earned, and demonstrate in-depth knowledge of quality concepts, business processes and results, or specialized areas of health care or education.

### Duties of Examiners

Examiners review, comment upon, and score written applications and prepare written feedback reports to applicants. They may also participate in a consensus review process and a site visit. In addition to their application review responsibilities, Board members contribute significantly to information transfer activities by serving as spokespersons for the Award.

### Number to be Selected

Approximately 350-400 Examiners will be selected to serve for the 1998 Award cycle.

### Examiner Eligibility

Examiners must be citizens or permanent residents of the U.S. and be located in the U.S. or its territories. No applicant shall be denied consideration or appointment as an Examiner on the grounds of race, creed, color, national origin, age, sex, or disability.

### Terms and Conditions of Appointment

(1) **Completion of Application**

Prospective Board members (including members of the 1997 Board) must submit a 1998 Examiner Application postmarked no later than January 9, 1998. However, members of the 1997 Board are not required to submit references. All new applicants must address the enclosed envelopes and provide them to the references. Reference letters must be sent back to the applicant for submission with the Examiner Application. Applicants will be sent letters informing them of their status in the Program by March 31, 1998. If a candidate finds, after submitting an application, that he/she would be unable to accept an appointment if offered, he/she should immediately withdraw the application by notifying the MBNQA Office at 301-975-2036.

(2) **Code of Ethical Standards**

Board members are expected to carry out their duties and responsibilities in the Award Program in accordance with the Code of Ethical Standards. (See page 6.)

(3) **Disclosure of Conflict of Interest**

Those selected to serve on the Board must provide information regarding conflicts of interest. Disclosure includes, but is not limited to, employers, financial interests, and client relationships. Such information will be used only for purposes of Board assignments and will otherwise be kept confidential.

(4) **Term of Appointment**

The term of Examiners is from the time of completion of the Examiner Preparation Course through the Award ceremony.

(5) **Time Commitment**

Applicants for the Board should give careful consideration to the time commitment required to meet the Award review schedule. **A time commitment of at least 10 days is required from April to November, including preparation time.** The actual commitment will depend on the number of applications reviewed and whether the Examiner participates in the consensus review process in August/September and/or a site visit in October. Although the Program seeks to accommodate varying schedules, Board members must be able to accommodate the Program's critical training and review periods listed below.

## Timeline

Please note that the Award Program is undergoing a calendar shift forward by two months in its 1998 cycle. Examiner selectees should hold time on their calendars for the key critical dates or time frames shown on the timeline below.

April 29 - May 22	Examiner Preparation Courses
June - August	Stage 1—Independent Review
August - September	Stage 2—Consensus Review
August 25, September 1	Consensus Pre-calls
September 9 - 15	Consensus Primary and Backup Calls
October	Site Visit Review
October 18 - 31	Stage 3—Site Visits
November 9 - 12	Judges' Meeting - Award Recommendations

Review of written Award applications and consensus review may be conducted at the Examiner's work location or home. Business is conducted by mail, telephone, and fax. Travel is necessary only for training and site visits.

### (6) Preparation Courses

Participation by Board members in preparation courses is critical to the success of the Award Program because these courses include a detailed review of the Criteria for Performance Excellence, scoring system, evaluation process, consensus development, site visit requirements, and Code of Ethical Standards. All Board members must attend one of the three-day preparation classes and must complete a 20- to 40-hour case study evaluation prior to attending the class. Make-up classes are not provided for those who cannot attend one of the scheduled classes.

### (7) Adherence to Award Processes

Board members are expected to meet all requirements associated with a fair and competent evaluation, including use of the Award Criteria and scoring system, meeting site visit requirements, and avoiding conflicts of interest. Thorough documentation and written communication are essential parts of the overall review process.

### (8) Assignments of Board Members

The Award Program seeks to provide the fairest, most competent evaluation of each Award application. Accordingly, Board members are assigned to applications based on their knowledge and experience, consistent with the requirements to avoid conflicts of interest, to apportion the application load equitably, and to adhere to agreed-upon schedules. Overall participation of Board members varies, depending upon the results of the Stage 1 evaluations. All Board members participate in the Stage 1—Independent Review, a time commitment of 20-40 hours per application. Fifty to seventy percent of the Board members participate in the Stage 2—Consensus Review, a time commitment of 2-6 days. In the Site Visit Review stage, 35-55 percent of the Board members participate, with their duties requiring at least a 5-8 day time commitment. Some Examiners also prepare feedback reports at one of the process review stages.

### (9) Compensation and Reimbursement

Since the Award application review receives no federal funding and application fees are kept to a minimum, the Program needs to operate with maximum voluntary support. In 1998 the Program will reimburse Examiners for travel and expenses (in accordance with federal travel regulations) associated with the Examiner Preparation Course and other Award-related expenses when requested and approved in advance. **Applicants who are selected for the Board and require reimbursement to participate in the Award Program will be required to submit a one-page letter explaining the need for reimbursement. Request for reimbursement is not a factor in selection.**



**Declaration of Principles**

Members of the Malcolm Baldrige National Quality Award Board of Examiners pledge to uphold their professional principles in the fulfillment of their responsibilities as defined in the administration of Public Law 100-107, the Malcolm Baldrige National Quality Improvement Act of 1987, which establishes the Malcolm Baldrige National Quality Award.

In promoting high standards of public service and ethical conduct, Board members:

- Shall conduct themselves professionally, with truth, accuracy, fairness, and responsibility to the public;
- Shall not represent conflicting or competing interests, nor place themselves in such a position where the Board member's interest may be in conflict, or appear to be in conflict, with the purposes and administration of the Award;
- Shall safeguard the confidences of all parties involved in the judging or examination of present or former applicants;
- Shall not offer confidential information or disclosures which may in any way influence the Award integrity or process, currently or in the future;
- Shall not serve any private or special interest in fulfillment of the duties of a Judge or Examiner, therefore excluding, by definition, the examination of any organization, or subunit of an organization of which he/she is employed or of which a consulting arrangement is in effect or anticipated;
- Shall not serve as an Examiner of a primary competitor, customer, or supplier of any organization or subunit of an organization of which he/she is an employee, has a financial interest or is involved in, or anticipates a consulting arrangement;
- Shall not intentionally communicate false or misleading information which may compromise the integrity of the Award process or decisions therein; and
- Shall not, for a period of five years, invest in or develop a relationship with any organization or subunit of an organization based on confidential information received in the review process.

Furthermore, it is pledged that as a member in good standing of the Malcolm Baldrige National Quality Award Board of Examiners, each Board member shall strive to enhance and advance the Malcolm Baldrige National Quality Award, as it serves to stimulate American companies and organizations to improve quality, productivity, and overall performance.

**Application for the Malcolm Baldrige National Quality Award (MBNQA) Board of Examiners**

Please complete all sections of the application. Incomplete applications will be returned. If additional space is needed to provide the requested information, one supplemental page may be submitted. Any additional pages will be discarded.

Use a fixed pitch font of 12 or fewer characters per inch or a proportional spacing font of point size 10 or larger. Any type style may be used. Applicants may submit an application produced with a word processor if: 1) the application pages contain the identical information requested on this form; 2) the information is presented in the same order; and 3) the layout and space allocation is similar to this form. Applications produced with a word processor which do not meet these requirements will be returned.

Applicants who were not members of the 1997 Board of Examiners must submit the two required reference forms as part of their completed application package. The completed reference forms and three copies should be returned to the applicant in a sealed envelope (with the signature of the reference across the seal) for inclusion in the application package.

**The completed reference forms must be included with the complete application package that is mailed to the Award Office (see address on page 1).**

Your complete application package must be postmarked no later than January 9, 1998. The application package must include one original typed application, three copies of the application form, and the two envelopes containing the completed reference forms with copies. Two-sided copies are preferred. Fax copies are not acceptable. Examiner applicant status letters will be mailed by March 31, 1998.

**PLEASE TYPE THE APPLICATION**

Last Name: _____		First: _____	M.I.: _____	Title (Mr., Ms., Mrs., Dr., etc.): _____
Employer: _____		Social Security Number: _____		
Work Address: _____		Date of Birth: (Optional) _____		
Street _____		Place of Birth: _____		
City, State, Zip _____		Citizenship: _____		
Home Address: _____		Permanent Resident Visa: _____		
Street _____		_____ Yes _____ No		
City, State, Zip _____		Preferred Mailing Address: _____		
E-mail Address _____		_____ Work _____ Home		
( ) _____	( ) _____	Preferred Phone: _____		
Work Phone	Home Phone	_____ Work _____ Home		
( ) _____	( ) _____	Preferred Fax: _____		
Work Fax	Home Fax	_____ Work _____ Home		
List up to 5 SIC Codes most relevant to your expertise: _____ (see inside of the back cover)				
If you have been an MBNQA Examiner previously, list the year(s): _____				
If you have been a State Award Examiner previously, list the year(s): _____				

*All Board of Examiner candidates must apply each year.*

Preferred Name for Name Tag:  
(no titles or credentials, please)

Preferred Name for Certificate:  
(one title or credential, please)

## Application Form – 2

1998

Describe your last five positions or the last 15 years, whichever is longer. List in order beginning with the most recent. SIC Codes are listed on the inside of the back cover of this booklet. 1997 Examiners should update the information provided in your 1997 Examiner Application. If your job is the same as listed in your 1997 application, indicate below.

Employer: _____	Date: from _____ to present
Job Title: _____	_____ Full-time _____ Part-time _____ Hrs/wk
Organizational Unit: _____	No. on Your Staff: _____
Supervisor's Name: _____	No. of Employees in Org. Unit: _____
Supervisor's Title: _____	SIC Code(s) of Your Org.: _____
Type of Products or Services: _____	
If employer is owned by a larger company, list the parent company: _____	
Your Duties (include types of products/services): _____	

Experience in the Seven Criteria Categories Associated with the Above Duties:

Areas of Expertise (technical, professional, business, and quality):

Employer: _____	Date: from _____ to _____
Job Title: _____	_____ Full-time _____ Part-time _____ Hrs/wk
Organizational Unit: _____	No. on Your Staff: _____
Supervisor's Name: _____	No. of Employees in Org. Unit: _____
Supervisor's Title: _____	SIC Code(s) of Your Org.: _____
Type of Products or Services: _____	
If employer is owned by a larger company, list the parent company: _____	
Your Duties (include types of products/services): _____	

Experience in the Seven Criteria Categories Associated with the Above Duties:

Areas of Expertise (technical, professional, business, and quality):

Employer: \_\_\_\_\_ Date: from \_\_\_\_\_ to \_\_\_\_\_  
Job Title: \_\_\_\_\_ \_\_\_\_\_ Full-time \_\_\_\_\_ Part-time \_\_\_\_\_ Hrs/wk  
Organizational Unit: \_\_\_\_\_ No. on Your Staff: \_\_\_\_\_  
SIC Code(s) of Your Org.: \_\_\_\_\_ No. of Employees in Org. Unit: \_\_\_\_\_  
Type of Products or Services: \_\_\_\_\_  
If employer is owned by a larger company, list the parent company: \_\_\_\_\_  
Your Duties (include types of products/services): \_\_\_\_\_

Experience in the Seven Criteria Categories Associated with the Above Duties:

Areas of Expertise (technical, professional, business, and quality):

Employer: \_\_\_\_\_ Date: from \_\_\_\_\_ to \_\_\_\_\_  
Job Title: \_\_\_\_\_ \_\_\_\_\_ Full-time \_\_\_\_\_ Part-time \_\_\_\_\_ Hrs/wk  
Organizational Unit: \_\_\_\_\_ No. on Your Staff: \_\_\_\_\_  
SIC Code(s) of Your Org.: \_\_\_\_\_ No. of Employees in Org. Unit: \_\_\_\_\_  
Type of Products or Services: \_\_\_\_\_  
If employer is owned by a larger company, list the parent company: \_\_\_\_\_  
Your Duties (include types of products/services): \_\_\_\_\_

Experience in the Seven Criteria Categories Associated with the Above Duties:

Areas of Expertise (technical, professional, business, and quality):

Employer: \_\_\_\_\_ Date: from \_\_\_\_\_ to \_\_\_\_\_  
Job Title: \_\_\_\_\_ \_\_\_\_\_ Full-time \_\_\_\_\_ Part-time \_\_\_\_\_ Hrs/wk  
Organizational Unit: \_\_\_\_\_ No. on Your Staff: \_\_\_\_\_  
SIC Code(s) of Your Org.: \_\_\_\_\_ No. of Employees in Org. Unit: \_\_\_\_\_  
Type of Products or Services: \_\_\_\_\_  
If employer is owned by a larger company, list the parent company: \_\_\_\_\_  
Your Duties (include types of products/services): \_\_\_\_\_

Experience in the Seven Criteria Categories Associated with the Above Duties:

Areas of Expertise (technical, professional, business, and quality):

Employer: \_\_\_\_\_ Date: from \_\_\_\_\_ to \_\_\_\_\_  
Job Title: \_\_\_\_\_ \_\_\_\_\_ Full-time \_\_\_\_\_ Part-time \_\_\_\_\_ Hrs/wk  
Organizational Unit: \_\_\_\_\_ No. on Your Staff: \_\_\_\_\_  
SIC Code(s) of Your Org.: \_\_\_\_\_ No. of Employees in Org. Unit: \_\_\_\_\_  
Type of Products or Services: \_\_\_\_\_  
If employer is owned by a larger company, list the parent company: \_\_\_\_\_  
Your Duties (include types of products/services): \_\_\_\_\_

Experience in the Seven Criteria Categories Associated with the Above Duties:

Areas of Expertise (technical, professional, business, and quality):

Employer: \_\_\_\_\_ Date: from \_\_\_\_\_ to \_\_\_\_\_  
Job Title: \_\_\_\_\_ \_\_\_\_\_ Full-time \_\_\_\_\_ Part-time \_\_\_\_\_ Hrs/wk  
Organizational Unit: \_\_\_\_\_ No. on Your Staff: \_\_\_\_\_  
SIC Code(s) of Your Org.: \_\_\_\_\_ No. of Employees in Org. Unit: \_\_\_\_\_  
Type of Products or Services: \_\_\_\_\_  
If employer is owned by a larger company, list the parent company: \_\_\_\_\_  
Your Duties (include types of products/services): \_\_\_\_\_

Experience in the Seven Criteria Categories Associated with the Above Duties:

Areas of Expertise (technical, professional, business, and quality):

Employer: \_\_\_\_\_ Date: from \_\_\_\_\_ to \_\_\_\_\_  
Job Title: \_\_\_\_\_ \_\_\_\_\_ Full-time \_\_\_\_\_ Part-time \_\_\_\_\_ Hrs/wk  
Organizational Unit: \_\_\_\_\_ No. on Your Staff: \_\_\_\_\_  
SIC Code(s) of Your Org.: \_\_\_\_\_ No. of Employees in Org. Unit: \_\_\_\_\_  
Type of Products or Services: \_\_\_\_\_  
If employer is owned by a larger company, list the parent company: \_\_\_\_\_  
Your Duties (include types of products/services): \_\_\_\_\_

Experience in the Seven Criteria Categories Associated with the Above Duties:

Areas of Expertise (technical, professional, business, and quality):

*Note for 1997 Examiners: Information in these sections should be limited to updates for the past 12 months.*

Describe your specific experience during the last five years using the seven Baldrige Criteria Categories for Baldrige or Baldrige-like assessments (example: evaluating suppliers and/or customers, or participating in state, company, or organization award programs).  
Did you provide written or oral feedback?

Are you currently involved with a state or local award program? ☐ Yes ☐ No  
If yes, describe your role.

Describe your experience in evaluating performance management systems of small businesses (less than 500 employees), service businesses, or health care or education organizations.

Describe your experience in areas important to achieving performance excellence (e.g., sales, marketing, financial analysis, strategic planning, customer service, etc.).

Please tell us how you heard about the Baldrige Program and the opportunity to be an Examiner, and what made you apply.

Please rank from 1 to 8 your ability to evaluate applications in the following areas (1 = best and use no number more than once).

- ☐ Manufacturing Business
- ☐ Service Business
- ☐ Small Business - Manufacturing
- ☐ Small Business - Service
- ☐ Large Health Care Organization
- ☐ Small Health Care Organization
- ☐ Early Childhood Through Secondary Education
- ☐ Post-Secondary Education

Please rank from 1 to 8 your level of knowledge or skill in the following areas (1 = best and use no number more than once).

- ☐ Expertise in the management of business, education, or health care
- ☐ Expertise in the analysis of results in business, education, or health care
- ☐ Knowledge of quality practices and improvement strategies
- ☐ Length, breadth, or depth of experience
- ☐ Written skills
- ☐ Leadership skills
- ☐ Interpersonal skills
- ☐ Education or training skills

Please rank from 1 to 7 your ability to evaluate applications in the following areas (1 = best and use no number more than once).

- ☐ Leadership
- ☐ Strategic Planning
- ☐ Customer and Market Focus
- ☐ Information and Analysis
- ☐ Human Resource Development and Management
- ☐ Process Management
- ☐ Business Results

Indicate which categories most accurately reflect your current experience.

- ☐ Industry (business, health care, academia)
- ☐ Government
- ☐ Consultant



*Note for 1997 Examiners: Information in these sections should be limited to updates for the past 12 months.*

Please include the name and location of institutions, major, attending dates, and degrees received, and if appropriate, relationship to quality, business/health care/education and/or not-for-profit/public sector involvement. Include significant training related to the Baldrige Criteria and seven Categories.

Please list your achievements and awards.

Please list the titles, citations, and dates of your most recent and relevant publications or reports. Please limit to five examples. List the title and audience of major speeches presented during the last two years.

Please list the professional organizations you are affiliated with and indicate the nature of the affiliation (e.g., membership, officer position, etc.).

**Disclosure of Conflict of Interest**

Members of the Malcolm Baldrige National Quality Award Board of Examiners shall voluntarily disclose to the Administrators of the Award the identity of employers and clients, past, present, or potential, whose interest might be favorably or unfavorably affected by the actions they will undertake while acting as a member of the Board of Examiners. This includes disclosure of:

- Companies in which Board members have financial holdings
- Affiliations which may present or seem to present a conflict of interest for the Board member

If selected to be a member of the Board of Examiners, signed statements will be requested after attendance at one of the 1998 Examiner Preparation Courses. Any material misstatement of fact in this application or incomplete disclosure of conflicts of interest shall be grounds for disqualification from the review process or dismissal from the Board of Examiners. Additionally, Examiners agree to update their employment, financial, and client records periodically throughout their appointment.

*In applying for a position on the Malcolm Baldrige National Quality Award Board of Examiners, I attest to the accuracy of the information in this application and agree to abide by the Code of Ethical Standards.*

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Signature of Applicant

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Date

**References**

Except for the 1997 Board of Examiners, all applicants are required to submit the completed reference forms (with three copies) in the envelopes provided. It is suggested that one reference should be from within the applicant's organization and the second reference from outside it. Members of the 1997 Panel of Judges of the Award may not serve as a reference. Applicants are responsible for ensuring that the reference forms are submitted (and properly sealed) with the rest of the application package and for having the application package postmarked no later than **January 9, 1998. Reference letters and/or application forms sent by fax are not acceptable.**

**Examiner Preparation Course Schedule**

All Board members must participate in one Examiner Preparation Course. Please rank your preference for the following dates, using 1 as the most preferred. All courses will be held at NIST in Gaithersburg, Maryland.

\_\_\_\_ April 29 - May 1, 1998

\_\_\_\_ May 6 - 8, 1998

\_\_\_\_ May 13 - 15, 1998

\_\_\_\_ May 20 - 22, 1998

# Reference Form

1998

(Not required for those selected to serve on the 1997 Board of Examiners.)

\_\_\_\_\_ has applied to be a member of the 1998 Board of Examiners for the Malcolm Baldrige National Quality Award and has indicated you would serve as a reference.

The role of the Examiners is to evaluate applicants for the Malcolm Baldrige National Quality Award based on the Award Criteria. They review, comment upon, and score written applications, and prepare feedback reports to applicants. They also participate in consensus evaluations and site visits. In doing so, Examiners are required to have expertise in business, education, or health care management, processes, and results; have knowledge of quality practices and improvement strategies; possess and use good analytical, writing, and oral communication skills; and work as team members. Examiners must meet the highest standards of qualification and peer recognition.

Please provide a reference relating to your knowledge of the applicant's qualifications to be an Examiner. **Fill out both sides of this form and return the original form and three copies (two-sided copies are preferred) in an envelope with your signature across the seal. Return your reference form to the applicant in time so the applicant can submit the completed application to the Award Office with a postmark no later than January 9, 1998.**  
**Please note: Fax copies are not acceptable.**

From your direct knowledge, please indicate your evaluation of the applicant's ability to assess an organization's efforts in the seven Baldrige Criteria Categories.

	Unknown	Unqualified	Qualified		Highly Qualified	Leading Expert
1. Leadership	X	1	2	3	4	5
2. Strategic Planning	X	1	2	3	4	5
3. Customer and Market Focus	X	1	2	3	4	5
4. Information and Analysis	X	1	2	3	4	5
5. Human Resource Development and Management	X	1	2	3	4	5
6. Process Management	X	1	2	3	4	5
7. Business Results	X	1	2	3	4	5

From your direct knowledge, indicate your assessment of the applicant in these areas:

	Unknown	Unsatisfactory	Satisfactory		Highly Satisfactory	Outstanding
1. Broad expertise & experience in quality	X	1	2	3	4	5
2. Broad expertise & experience in business, health care, or education	X	1	2	3	4	5
3. Analytical skills	X	1	2	3	4	5
4. Oral skills	X	1	2	3	4	5
5. Writing skills	X	1	2	3	4	5
6. Work as a team member	X	1	2	3	4	5
7. Leadership skills	X	1	2	3	4	5

**Applicant Name:**

**Applicant Phone No.:**

Reference Name:

Reference Phone No.:

Reference Title:

Years Known Applicant:

Reference Employer:

Please describe the applicant's qualifications to be an Examiner.

(The Award Office will make this reference available to the applicant upon the applicant's request.)

Reference Signature \_\_\_\_\_ Date \_\_\_\_\_

# Reference Form

# 1998

(Not required for those selected to serve on the 1997 Board of Examiners.)

\_\_\_\_\_ has applied to be a member of the 1998 Board of Examiners for the Malcolm Baldrige National Quality Award and has indicated you would serve as a reference.

The role of the Examiners is to evaluate applicants for the Malcolm Baldrige National Quality Award based on the Award Criteria. They review, comment upon, and score written applications, and prepare feedback reports to applicants. They also participate in consensus evaluations and site visits. In doing so, Examiners are required to have expertise in business, education, or health care management, processes, and results; have knowledge of quality practices and improvement strategies; possess and use good analytical, writing, and oral communication skills; and work as team members. Examiners must meet the highest standards of qualification and peer recognition.

Please provide a reference relating to your knowledge of the applicant's qualifications to be an Examiner. **Fill out both sides of this form and return the original form and three copies (two-sided copies are preferred) in the enclosed envelope with your signature across the seal. Return your reference form to the applicant in time so the applicant can submit the completed application to the Award Office with a postmark no later than January 9, 1998. Please note: Fax copies are not acceptable.**

From your direct knowledge, please indicate your evaluation of the applicant's ability to assess an organization's efforts in the seven Baldrige Criteria Categories.

	Unknown	Unqualified	Qualified		Highly Qualified	Leading Expert
1. Leadership	X	1	2	3	4	5
2. Strategic Planning	X	1	2	3	4	5
3. Customer and Market Focus	X	1	2	3	4	5
4. Information and Analysis	X	1	2	3	4	5
5. Human Resource Development and Management	X	1	2	3	4	5
6. Process Management	X	1	2	3	4	5
7. Business Results	X	1	2	3	4	5

From your direct knowledge, indicate your assessment of the applicant in these areas:

	Unknown	Unsatisfactory	Satisfactory		Highly Satisfactory	Outstanding
1. Broad expertise & experience in quality	X	1	2	3	4	5
2. Broad expertise & experience in business, health care, or education	X	1	2	3	4	5
3. Analytical skills	X	1	2	3	4	5
4. Oral skills	X	1	2	3	4	5
5. Writing skills	X	1	2	3	4	5
6. Work as a team member	X	1	2	3	4	5
7. Leadership skills	X	1	2	3	4	5

**Applicant Name:**

**Applicant Phone No.:**

Reference Name:

Reference Phone No.:

Reference Title:

Years Known Applicant:

Reference Employer:

Please describe the applicant's qualifications to be an Examiner.

(The Award Office will make this reference available to the applicant upon the applicant's request.)

Reference Signature \_\_\_\_\_ Date \_\_\_\_\_

## Standard Industrial Classification (SIC) Codes

*Please insert SIC codes most relevant to your area of expertise on the first page of the Examiner Application Form and in the experience blocks. If you know the 3-digit SIC codes, please use them.*

### Manufacturing and Products

<u>Code</u>	<u>Sector</u>
01	Agriculture Production Crops
02	Agriculture Production Livestock and Animal Specialties
08	Forestry
09	Fishing, Hunting, and Trapping
10	Metal Mining
12	Coal Mining
13	Oil and Gas Extraction
14	Mining and Quarrying of Nonmetallic Minerals, Except Fuels
15	Building Construction General Contractors and Operative Builders
16	Heavy Construction Other Than Building Construction Contractors
17	Construction Special Trade Contractors
20	Food and Kindred Products
21	Tobacco Products
22	Textile Mill Products
23	Apparel and Other Finished Products
24	Lumber and Wood Products, Except Furniture
25	Furniture and Fixtures
26	Paper and Allied Products
27	Printing and Publishing
28	Chemicals and Allied Products
29	Petroleum Refining and Related Industries
30	Rubber and Miscellaneous Plastics Products
31	Leather and Leather Products
32	Stone, Clay, Glass, and Concrete Products
33	Primary Metal Industries
34	Fabricated Metal Products, Except Machinery and Transportation Equipment
35	Industrial and Commercial Machinery and Computer Equipment
36	Electronic and Other Electrical Equipment and Components, Except Computer Equipment
37	Transportation Equipment
38	Instruments, Watches and Clocks, and Optical Goods
39	Miscellaneous Manufacturing Industries

### Services

<u>Code</u>	<u>Sector</u>
07	Agricultural Services
40	Railroad Transportation
41	Local and Suburban Transit and Interurban Highway Passenger Transportation
42	Motor Freight Transportation and Warehousing
43	United States Postal Service
44	Water Transportation
45	Transportation By Air
46	Pipelines, Except Natural Gas
47	Transportation Services
48	Communications
49	Electric, Gas, and Sanitary Services
50	Wholesale Trade-durable Goods
51	Wholesale Trade-nondurable Goods
52	Building Materials, Hardware, Garden Supply, and Mobile Home Dealers
53	General Merchandise Stores
54	Food Stores
55	Automotive Dealers and Gasoline Service Stations
56	Apparel and Accessory Stores
57	Home Furniture, Furnishings, and Made From Fabric and Similar Materials
58	Eating and Drinking Places
59	Miscellaneous Retail
60	Depository Institutions
61	Non-depository Credit Institutions
62	Security and Commodity Brokers, Dealers, Exchanges, and Services
63	Insurance Carriers
64	Insurance Agents, Brokers, and Service
65	Real Estate
67	Holding and Other Investment Offices
70	Hotels, Rooming Houses, Camps, and Other Lodging Places
72	Personal Services
73	Business Services
75	Automotive Repair, Services, and Parking
76	Miscellaneous Repair Services
78	Motion Pictures
79	Amusement and Recreation Services
80	Health Services
81	Legal Services
82	Educational Services
83	Social Services
84	Museums, Art Galleries, and Botanical and Zoological Gardens
86	Membership Organizations
87	Engineering, Accounting, Research, Management, and Related Services
88	Private Households
91	Executive, Legislative, and General Government, Except Finance
92	Justice, Public Order, and Safety
93	Public Finance, Taxation, and Monetary Policy
94	Administration of Human Resource Programs
95	Administration of Environmental Quality and Housing Programs
96	Administration of Economic Programs
97	National Security and International Affairs
99	Nonclassifiable Establishments

## The Malcolm Baldrige National Quality Award

United States Department of Commerce  
Technology Administration  
National Institute of Standards and Technology  
National Quality Program  
Route 270 and Quince Orchard Road  
Administration Building, Room A635  
Gaithersburg, MD 20899-0001

The National Institute of Standards and Technology (NIST) is a non-regulatory federal agency within the Commerce Department's Technology Administration. NIST's primary mission is to promote economic growth by working with industry to develop and apply technology, measurements, and standards. The National Quality Program at NIST manages the Malcolm Baldrige National Quality Award Program.

Call NIST for:

- information about the Criteria for Performance Excellence
- information on the Baldrige Award and eligibility requirements
- information on the content of Baldrige Award documents
- individual copies of the Criteria (no cost)
- Application Forms & Instructions (no cost)
- Examiner applications (no cost)

Telephone: (301) 975-2036; Fax: (301) 948-3716; E-mail: [nqp@nist.gov](mailto:nqp@nist.gov)  
Web Address: <http://www.quality.nist.gov>

**American Society for Quality**  
611 East Wisconsin Avenue  
P.O. Box 3005  
Milwaukee, WI 53201-3005

The American Society for Quality (ASQ) is a society of individual and organizational members dedicated to the ongoing development, advancement, and promotion of quality concepts, principles, and techniques. ASQ administers the Malcolm Baldrige National Quality Award Program under contract to NIST.

Call ASQ to place orders for:

- bulk copies of the Criteria
- case studies
- Baldrige materials on diskette
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Web Address: <http://www.asq.org>